

THE RELATIONSHIP BETWEEN ORGANIZATIONAL STRESS AND JOB PERFORMANCE OF THE EXECUTIVE OFFICERS AT THE NATIONAL UNIVERSITIES IN SRI LANKA

K. G. DHAMMIKA & B. KATUPULLA

Senior Assistant Bursar, the Open University of Sri Lanka, Kandy Regional Centre

ABSTRACT

It is important to recognize organizational stress since workplace stressors have a bad impact on employees' mental and physiological health. The main stressors after beginning a career are linked to employment, environment, and people. Stress is the body's way of responding to interaction with any stimulus in the environment. As a result, the purpose of this study is to look into the relationship between organizational stress and job performance in the context of executive officers at Sri Lankan national universities. Three independent variables were chosen as the organizational stressors namely tasks-demands related stressors, role-demands related stressors, and interpersonal-demands related stressors. The population of this research was all the administrative and other executive officers working in national universities of Sri Lanka. The sample size for the study was 240 administrative and other executive officers and the sample was selected employing a simple random sampling technique. Data was collected from the sample using a structured questionnaire. Gathered data were analyzed utilizing several statistical techniques including descriptive, correlation, and multiple regression analyzes. The result shows that tasks-demands related stressors, and role demands-related stressors have negatively and significantly affected the job performance of the executive officers at the national universities in Sri Lanka while interpersonal-demands related stressors have no significant influence on job performance. Based on the important findings, this research recommends undergoing stress management training sessions and other stress management practices for focusing executive officers of National universities in Sri Lanka.

KEYWORDS: *Interpersonal Demands-Related Stress, Job Performance, Organizational stress, Role Demands-Related Stress & Task Demands-Related Stress*

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INTRODUCTION

The place of work of the twenty-first century is an incredibly quick, energetic, and highly stimulating environment that includes a wide array of benefits and potentials to all those who deal in it. The ever-changing requirements of the professional world can raise levels of stress, especially for those who are constantly under pressure, such as government officers, teachers, bankers, and hospital personnel, etc. While pressure has a significant effect on performance, when it becomes extreme, it can cause stress, which has adverse consequences (Kawshalya & Pathirana, 2019; Al-khasawneh & Futa, 2013).

As a result, it is understandable when stress becomes severe, it can have a negative impact on employees' mental as well as physical wellbeing. Once employees are failed to carry out the required task effectively of their abilities, the process of learning may be hampered. This could lead to a great deal of dissatisfaction among them. This could have a negative impact on all stakeholders in an organization. If employees are under stress regularly, it

will influence their future performance, because job performance is a combination of expertise, commitment, and the nature of the work. The staff of a university as well as other parties, will all suffer as a result of poor job performance. An individual will be dissatisfied if he or she does not perform well at work. This dissatisfaction contributed to the formation of organizational stress among the employees.

More notably, individuals in today's dynamic society are subjected to higher levels of stress and struggle to deal with it. Of course, competing requirements and pressures cannot be ignored in many occupations. The workload can also be extremely overwhelming (Ismail, Suh-Suh, Ajis, & Dollah, 2009). For instance, employees in the government sector should have multi-skills to communicate with various types of parties, such as a positive attitude and personality, as well as a high level of patience in solving a range of problems encountered. Stress, regardless of job, industry, or nation, can have significant effects when it becomes unmanageable. This has the potential to have a significant adverse influence on one's daily life.

Even though the previously mentioned portrait of stress is negative, stress is confusing and can sometimes strive for success in individuals (Farler & Broady-Preston, 2012). As per Kozusznik et al. (2015), the Chinese word stress consists of two main characters that reflect "crisis" and "opportunity." According to the existing literature, stress has two consequences: eustress and distress circumstances (Yu-Fei, Ismail, Ahmed, & Kuek, 2019). Eustress is a positive emotion that arises from a stressful situation, whereas distress is linked with danger and negative consequences. According to Code and Langan-Fox (2001), Yu-Fei et al. (2019), and Leung et al. (2012), eustress happens when individuals are capable of handling external demands placed on their bodies, which may result in decreased physiological and psychological stress. Distress, on the other hand, can occur when people appear unable to deal with external expectations placed on their bodies, leading to increased physiological and psychological stress.

The focus of this thesis was to determine the impact of organizational stress on job performance in the context of national universities. The emphasis was on administrative as well as other executive officers in Sri Lanka working in national universities. A national university is typically a university founded or operated by a government, but it also signifies a country's autonomic institutions, which perform as an entirely independent body within the country. In Sri Lanka, universities recruit financial and administrative (Executive) personnel who handle routine activities as well as provide instructional leadership. They consist of junior-level, middle-level, and senior-level officers. Executive Officers are responsible for planning, organizing, leading, and controlling operations that are required in universities. They are concerned with university development and growth, market stability, and retrenchment, as well as overall organizational credibility, reliability of service, goodwill, prestige, student satisfaction, employee satisfaction, commitment, work involvement, productivity, and other factors. The executive position in a university today is one of the most difficult jobs in Sri Lanka. Resignations and dismissals in executive positions seem to be becoming more common in the media. This shift demonstrates the position's high expectations and stress. An executive officer has to be a leader, instructor, motivator, fundraiser, negotiator, crisis first responder, and social media expert all while maintaining intellectual credibility. The scope of responsibilities is comparable to that of a chancellor, city manager, or chief executive officer (Chatlani, 2021). Therefore, the occupational stress in this position should be significantly investigated.

Researchers and academics from different countries have undertaken a few studies on job performance and job stress in the past (Al-khasawneh & Futa, 2013). The majority of these studies have concentrated on the private and corporate sectors. However, there are some areas where research should be conducted because only a few studies have

been conducted in regards to these sectors (AbuAlRub R., 2012). In the present era, the government service sector plays a significant role in meeting basic needs and fostering human resilience in times of crisis. Besides that, numerous considerations have been discovered to inspire a person's ability to do the job. In this sense, researching how stress affects performance is critical because stress has been discovered to be one of the important determining factors in an employee's performance. Consideration of the stress and performance of government sector employees is an urgent requirement, and the findings may advantage to the relevant authorities to perform the role of the state more effectively.

AIMS AND OBJECTIVES

The primary objective of the study is to analyze the relationship between organizational stress and job performance of the Executive officers at the national universities in Sri Lanka. The following are the study's specific objectives:

- To identify the relationship between tasks-demands related stress and job performance of the Executive officers at the national universities in Sri Lanka.
- To identify the relationship between role demands-related stress and job performance of the Executive officers at the national universities in Sri Lanka.
- To identify the relationship between interpersonal demands-related stress and job performance of the Executive officers at the national universities in Sri Lanka.
- Produce recommendations on how to manage organizational stress actively and strategically.

LITERATURE REVIEW

An organization can be defined as any group of individuals, large or small, who work together to achieve specific goals under the direction of an executive (Davis, 1951). It can also be defined as a social group that distributes tasks to achieve a common goal. Every organization is made up of individuals who have completed a series of actions and activities within the organization to achieve the organization's established goals and objectives. Organizational stress is a common occurrence in every organization and it is being researched by different researchers in different contexts.

Work stress is recognized as a worldwide major challenge to workers' health and healthiness of their organizations. Workers who are under stress also seem to be unhealthy, dissatisfied with their job, high negligence, poor motivated, less safe at work (Kessler & Üstün, 2004).

JOB PERFORMANCE

According to researchers, performance is a key element in work organization (Suliman, 2001), and it has become a notable factor in many studies measuring organizational performance (Wall, Leach, & Wood, 2005). While financial figures are commonly used to evaluate performance, they can also be evaluated using a combination of appropriate behavior and task-related components (Motowidlo, 2003). In reality, performance based on a specific number or a relative judgment may not properly reflect overall organizational performance (Wall, Leach, & Wood, 2005).

A picked employee or group of employees accomplishing a task, responsibility, or assignment following established performance objectives and measures of efficiency and quality resource utilization is referred to as job performance (Dewhurst, Guthridge, & Mohr, 2010). Moreover, job performance can be defined as an exercise in which an individual fulfills the assigned task while adhering to the typical limitation of making the best use of available resources

(Dar, Akmal, Naseem, & Din Khan, 2011). Furthermore, job performance is defined as meeting a set of instructions in terms of effectiveness and achievement over a specified period (Dewhurst, Guthridge, & Mohr, 2010). The future of the organization will be determined by job performance. Workers indirectly increase profit through their hard work and high performance in increasing productivity.

However, Wiedower (2001) asserts that when evaluating job performance, a performance indicator based on performance appraisal components has a higher level of reliability. High-performing employees seek higher levels of productivity, such as quality, efficiency, rate of innovation, and lead times (Johnson & Bharadwaj, 2005), and will thus be able to assist the organization in achieving its strategic objectives and sustaining its competitive advantage (Dessler, 2011). Therefore, higher-level managers should treat their employees as the most useful internal resources and satisfy them to attract and retain higher levels of employee satisfaction and job performance (Jin, 2007). This is because motivated and loyal employees are typically high performers who contribute to the productive output of the organization (Samad, 2012).

ORGANIZATIONAL STRESS

Stress damages one's quality of life as well as one's physical and psychological health. Stress is a process in which environmental factors or individual characteristics present challenges to a person's overall health, and the individual attempts to encounter such a challenging problem and save himself from the threat formed by these circumstances (Beehr & Newman, 1978). Stress is defined in psychology as an uncomfortable emotional and psychological condition that people experience when they recognize danger or threat to their well-being (Auerbach, Wills, McIntosh, & Balderston, 2007).

Organizational stress is regarded as a major global threat to workers' health and the wellbeing of their organizations (Kessler & Üstün, 2004). Employees who are stressed appear to be unpleasant, dissatisfied with their jobs, negligent, unmotivated, and less safe at jobs (Robbins & Coulter, Management, 2010). Organizational stress is a person's dynamic response to a stimulus that positions an excessive psychological or psychological or psychological or demand on that person (Griffin & Moorhead, 1981). Typically, Organizational stress is viewed negatively. It is thought to be the result of something negative. Workplace stress can be a major issue for both the organization and its employees and their families (Luthans, Organizational Behavior, 2011).

Job stress can be defined as produced by the interaction of individuals and their employers, and it is classified by random writhing people who are forced to detract from their proper functioning (Beehr & Newman, 1978). The implications of job stress or stressors affecting employees in an organization arrive from both inside and outside the organization, via groups and individuals. Employees' mental and physical well-being has an impact on their performance, which in turn has an impact on organizational performance. As a result, the stressors influencing workplace stress can be divided into four categories: individual stressors, group stressors, organizational stressors, and extra organizational stressors.

Task-Demands Related Stressors

This is the feeling of not understanding where a job will take an employee or if his or her activities and tasks will change (Moorhead & Griffin, 1999). Task demands are stressors linked with an employee's particular profession. Task demands are aspects of a person's job that include the layout of the individual's job autonomy, task variety, degree of automation, working conditions, and physical layout (Griffin & Moorhead, 1981).

Task requirements are related to a person's job. They include job design (degrees of autonomy, task variety, and automation), working conditions, and physical work layout. For example, when employees understand the speed of an assembly line to be extreme, it can put them under stress. Working in an overcrowded space or a visible location with constant noise and disruptions can boost anxiety and stress (Robbins & Coulter, Management, 2010).

Role-Demands Related Stressors

According to Cooper et al. (2008), when an employee is subjected to inconsistent or complicated expectations, role demands-related stress occurs. Role demands are stressors related to the role that an individual is likely to perform. A role is a set of behavioral norms associated with a specific job in a group or organization (Moorhead & Griffin, 1999). The forces placed on a person as a result of the specific role he or she performs in the organization are referred to as role demand. Role conflicts create expectations that can be difficult to reconcile or maintain safety.

Interpersonal-Demands Related Stressors

Interpersonal demands are stressors involved in group pressures, management conflicts, and personality conflicts. Interpersonal demands are challenges imposed by coworkers. Stress can be caused by a lack of social relationships with coworkers and poor interpersonal interactions, especially among employees who have a high social need (Moorhead & Griffin, 1999).

Robbins & Coulter (2010) also noted that interpersonal demands are stressors imposed by coworkers. Stress can be caused by a lack of social support from colleagues and poor interpersonal relationships, especially among employees who have a high social need. A speedily growing body of research has also revealed that negative coworker and supervisor behavior patterns, such as fights, harassment, discourtesy, racial harassment, and sexual harassment, are particularly strongly related to workplace stress. Workplace relationships Sources of stress are related to contacts people have at work with their coworkers/managers (Johnson & Bharadwaj, 2005).

Theories

Numerous researchers support the belief that stress is a contributing cause in a variety of illnesses, which has sparked a great deal of interest in the concept of organizational stress. Positive coping resources reduce the likelihood of an individual developing stress-related mental or physical illnesses. Various stress models and theories expose how significant events translate into physiological changes that can lead to serious negative effects of stress.

Selye's Gas Model Of Stress

Hans Selye is widely regarded as the originator of modern stress theory. The existence of a source of stress, according to Selye's theory, causes a psychological and physiological condition of disturbance, which is then accompanied by a wide range of physiological reactions. Generalized Adaptation Syndrome (GAS) was divided into three stages: Stage of Alarm, Stage of Resistance, and Stage of Exhaustion (Capel & Gurnsey, 1987).

Fred Luthans's Model of Organizational Stressors

This theory classifies stressors into four categories. According to Luthans (2005), can be classified as extra organizational stressors, organizational stressors, group stressors, and individual stressors.

Karasek's Demand-Control Model of Job Stress

One of the most intensively researched concepts of occupational stress is Karasek's(1979) job, demands-control model. The core insight behind the job demands-control framework is that control mitigates the effects of job demands on stress and can help boost workers' job satisfaction by providing them with opportunities to interact in difficult challenges and learn new skills.

Organizational Professional Conflict Model

Organizational Professional conflicts can arise when any organization is made up of professionals and organizations with more bureaucratic characteristics, resulting in unfulfilled professional needs and stress. This can happen when a professional's values, goals, and expectations clash with those of their employer, which is especially common when professionals work in highly bureaucratic organizations(Jana & Wallace, 2002).

RELATIONSHIP BETWEEN ORGANIZATIONAL STRESS AND JOB PERFORMANCE

A few studies have found that high occupational stress or heavy workloads have negative consequences. Stress and time limits, according to Wilkes et al.(1998), were major contributors to work stress among clinical staff. The volume of work pressure is characterized as an unwillingness to come to work and a sense of constant pressure, as well as general physiological, psychological, and cognitive stress symptoms.

Sheena et al.(2005)discovered in a UK study that some occupations have lower than average scores on each of the factors such as physical health, psychological well-being, and job performance. Furthermore, according to (1995), academicians may place a high value on the relationship between stress and performance. If a specific relationship exists between two factors, an academician may be possible to provide involvement to enhance the amount of one of the factors in the hope that the involvement will also enhance the other variable (Koslowsky, Kluger, & Reich, 1995).

Lawson & Savory (2001) explored the correlation between empowerment, job performance, and reported stress levels in their survey. They supported the idea of empowering employees to reduce stress levels. According to their findings, the higher the impact of employees on their areas of work, the greater the level of performance and, eventually, the lower the level of job stress. In this study, the inverse relationship between empowerment and stress was examined through the positive relationship between empowerment and job performance.

According to Park(2011), stress has been regarded as an unavoidable component of work or health complications. The cost of the issue to the employer has received little attention in any of the studies. Furthermore, Tubre and Collins(2000) "A Meta-Analysis of the Relationships between Role Ambiguity, Role Conflict, and Job Performance" could be used as an example of stress and performance research that summarized a negative association of organizational stress. However, according to Hans Selye(1956), stress is not all bad because it comes in two forms: eustress and distress, where eustress is optimistic and distress is negative. Based on the theoretical and empirical literature above, the conceptual framework for this study has been developed as follows,

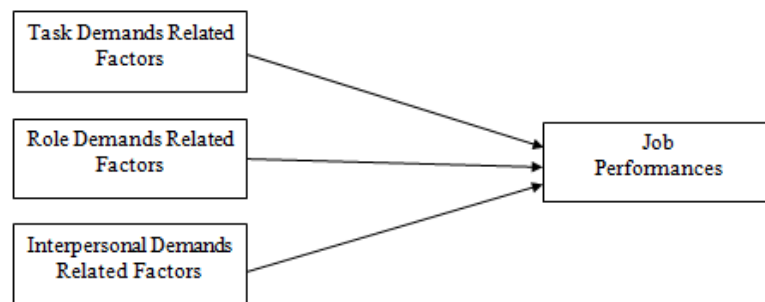


Figure 1: Conceptual Framework.

HYPOTHESIS

Ha₀: There is no significant relationship between task demands-related factors and job performance.

Ha₁: There is a significant relationship between task demands-related factors and job performance.

Hb₀: There is no significant relationship between role demands-related factors and job performance.

Hb₁: There is a significant relationship between role demands-related factors and job performance.

Hc₀: There is no significant relationship between interpersonal demands-related factors and job performance.

Hc₁: There is a significant relationship between interpersonal demands-related factors and job performance.

METHODOLOGY

The study employed a descriptive research design to investigate the influence of organizational stress and job performance of executive officers at Sri Lankan national universities. Descriptive design was the method that gathers, analyzes, and tabulates data about current conditions, practices, beliefs, processes, trends, and cause and effect relationships, and then makes adequate and accurate interpretations about such data using some simple percentile and statistical methods (Saunders, Lewis, & Thornhill, 2009). This study primarily employs the quantitative method, namely survey questionnaires.

Population and Sample

As per the context of this research, it should primarily be from the area where it has to indicate aspects to carry out the specific survey and the selected 15 universities in Sri Lanka, to analyze the effect of organizational stress on executive-level employee job performance. As a result, this study's population included 631 administrative and other executive officers working in national universities. The sample consisted of 240 executive officers who were chosen using a simple random sample.

Data Collection Procedure

To collect data, the researcher created a questionnaire and distributed it to the sample via a Google form. After receiving approval, the questionnaires were distributed to 240 employees after explaining the purpose of the study.

Instrument

A structured questionnaire was developed to gather data for this research. It was divided into two parts. Part one included a series of demographic questions about executives' gender, age, marital status, educational credentials, and work

experience. The second section was about job stress and performance. Job stress was determined by three variables and twelve dimensions suggested by the authors discussed in the literature review of this study such as Moorhead & Griffin(1999), Cooper et al. (2008), Robbins & Sanghi(2006), and Bashir & Ramay (2010). The twelve dimensions were task autonomy, task variety, working condition, and degree of automation for tasks-demands related stressors, role conflict, role overload, and role ambiguity for role-demands related stressors, and finally, interpersonal relationship, supervisor behavior, work hassle, negative co-worker behavior, and interpersonal conflict for interpersonal-demands related stressors. Job performance was measured under six dimensions including goal achievement, identifying issues, time and effort, up-to-date skills, continuous improvements, and acceptance. Each variable was assessed using a five-point Likert Scale, with 1 indicating “strongly disagree,” 2 indicating “disagree,” 3 indicating “neutral,” 4 indicating “agree,” and 5 indicating “strongly agree.” This section’s structure differentiated from previous research in that it viewed job performance as a positive phenomenon.

Data Analysis Techniques

The SPSS version 25 statistical software was used to analyze the data. The first section was examined using reliability analysis and the frequencies and percentages that corresponded to the executives’ demographic information. The second section employs weighted mean, standard deviation, correlation, and regression analysis. In particular, mean and standard deviation was applied to independent and dependent variables in the treatment of questions on the level of stress on job performance. However, at the 0.05 level of significance, correlation analysis was performed to examine the relationship between job stress and job performance. Regression analysis, on the other hand, was used to identify the significant influence of individual independent variables on job performance: tasks-demands related stressors, role-demands related stressors, and interpersonal-demands related stressors. The following equation was generated for multiple regression analysis,

$$JP = \beta_0 + \beta_1 (TDF) + \beta_2 (RDF) + \beta_3 (IRF) + \delta$$

Where, JP=Job performance, TDF=Tasks-demands related stressors, RDF= Role-demands related stressors, IRF=Interpersonal-demands related stressors

RESULTS AND DISCUSSIONS

SPSS version 25 was used to perform statistical analysis on the data. The sample comprised 240 executive officers from the national universities of Sri Lanka. The demographic information of the respondents is summarized in Table 1.

Table 1: Respondent Profile Analysis

Characteristic	Frequency	Percentage
Gender		
Male	98	40.8
Female	142	59.2
Marital Status		
Married	198	82.5
Single	42	17.5
Age (Years)		
18 – 25	02	.8
26 – 35	74	30.8
36 – 45	91	37.9
Above 45	73	30.4

Educational Qualifications		
Diploma	12	5.0
Degree	75	31.3
Master Degree	150	62.5
PhD	03	1.3
Work Experience (Years)		
Below 05	73	30.4
05 – 10	61	25.4
11 – 15	43	17.9
16 – 20	26	10.8
21 – 25	22	9.2
Above 25	15	6.3

Source: Survey Data

According to the results, the percentage of female executives was maximum with 142 respondents (59.2%) than the percentage of male executives, which was 98 respondents (40.8%). In terms of marital status, 198 (82.5%) of respondents were married, while 42 were single (17.5%). The majority of respondents (n=91, 37.9%) were between the ages of 36 and 45 years. This was followed by respondents between the ages of 26 and 35 years (n=74, 30.8%). 73 executives over the age of 45 (30.4%), and 02 executives between the ages of 18 and 25 years (0.8%). For the highest academic qualifications, the majority of respondents (150 respondents) have a Master's degree, accounting for 62.5%, while only 1.3% have a Ph.D. (03 respondents). However, 31.3% of executives (75 respondents) and 5% of executives (12 respondents) have a bachelor's degree and a diploma respectively. The majority of respondents (n=73, 30.4%) reported having less than five years of work experience. This was followed by 61 executives (25.4%) with experience between 05 and 10 years, 43 executives (17.9%) with experience between 11 and 15 years, 26 executives (10.8%) with experience between 16 and 20 years, 22 executives (9.2%) with experience between 21 and 25 years, and 15 executives with an experience more than 25 years (6.3%).

The extent to which a method of research generates consistent results is referred to as research reliability. The consistency and stability of the results are more important in terms of reliability (Bryman & Bell, 2015). The Cronbach's alpha coefficient is the best test for internal consistency reliability. It is a perfectly acceptable indicator of internal consistency reliability. Table 2 shows the Cronbach's alpha values obtained for each variable.

Table 2: Reliability Analysis

Variable	No of Items	Cronbach's Alpha
TDF	13	.898
RDF	11	.923
IRF	11	.902
JP	10	.914

TDF-Task demands related to stress, RDF- Role demands related to stress, IRF- Interpersonal demands related stress, JP- Job Performance

TDF had a Cronbach's alpha coefficient of 0.898, RDF had a coefficient of 0.923, IRF had a coefficient of 0.902, and JP had a coefficient of 0.914. As a result, reliability values for all variables indicated that each independent variable and the dependent variable had good internal consistency and reliability. The instrument's construct validity is justified since these measures were established using a theoretical framework derived from a thorough literature review.

The Kaiser-Meyer-Olkin (KMO) sampling adequacy test determines whether partial correlations between variables are small. The KMO test value should be greater than 0.5 to aid the validity of the variables utilized. Bartlett's Sphericity test determines whether the correlation matrix is an identity matrix and the significance level for the Bartlett's test should not exceed 0.05. The following table 3 shows the results of the validity test.

Table 3: KMO and Bartlett's Sphericity Test

Variable	No of Items	KMO Values	Bartlett's Sphericity Test
TDF	13	0.890	0.000
RDF	11	0.900	0.000
IRF	11	0.901	0.000
JP	10	0.912	0.000

Source: Survey Data

Based on the results as shown in table 3, all the MO values and significant values of Bartlett's Sphericity Test are within the acceptable levels, indicating the validity of this research variables. Table 4 displays the descriptive statistics that reflect the respondents' view on the organizational stress levels in terms of task demands, role demands, and interpersonal demands, and the level of job performance.

Table 4: Descriptive Analysis

Variable	n	Mean	Std. Deviation
TDF	240	3.3410	.67858
RDF	240	3.6492	.73322
IRF	240	3.9385	.74870
JP	240	2.3096	.70796

Source: Survey Data

According to the table, among the independent variables, the mean statics of IRF topped the chart with (M=3.93, SD=0.7487), indicating that survey responses perceived IRF to be at the most acceptable level. This suggests that factors such as negative supervisor behaviors, work hassles, negative behaviors of coworkers, and interpersonal conflicts provide an effect on job performance. The second highest mean is RDF, which has a mean value of (M=3.64) and a standard deviation of (SD=0.7332), denoting that components such as role overload, role conflict, and role ambiguity are at an agreeable level. From the independent variables, TDF has the lowest mean value of (M=3.34) with a standard deviation of (SD=0.6785). According to the statistics, the researcher discovered that the job performance of executive officers at Sri Lanka's national universities is poor, with a mean value of (M=2.30) and a standard deviation of (SD=0.7079).

The relationship between variables was measured using correlation analysis. It is a statistical technique for determining the degree of correlation between two variables. The coefficient of correlation should be between -1 and +1. It is safe to conclude that there is a statistically significant correlation between the two variables if the significant value (2-Tailed) is less than or equal to 0.05 at the 95 percent level of confidence. The correlation analysis results are shown in Table 5.

Table 5: Correlation Analysis

Variable		TDF	RDF	IRF	JP
TDF	Pearson Correlation	1			
	Sig.				
RDF	Pearson Correlation	.851	1		
	Sig.	.000			
IRF	Pearson Correlation	.778	.859	1	
	Sig.	.000	.000		
JP	Pearson Correlation	-.756	-.851	-.760	1
	Sig.	.000	.000	.000	

Source: Survey Data

According to the Pearson correlation results in table 5, there is a negative relationship between TDF and JP, with a -0.756 Pearson value that is currently significant ($P=0.000$). Table 4 also reveals that there are negative relationships between RDF and IRF with JP. It recorded Pearson values of -0.851 ($P=0.000$) and -0.760 ($P=0.000$) respectively, which are significant because the significant values are less than 0.05. Therefore, the research revealed that all organizational stressors are significantly and negatively correlated with the job performance of executive officers.

The influence of predictor variables of TDF, RDF, and IRF on the dependent variable JP was investigated using multiple regression analysis. Multiple regression can be used to measure the relative weightings of independent variables on a dependent variable (Cohen, Manion, & Morrison, 2007). The regression results will then be used to decide between the study hypotheses. The model summary of the regression analysis is shown in the following table 6.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.855 ^a	.730	.727	.36998	1.873
a. Predictors: (Constant), IRF, TDF, RDF					
b. Dependent Variable: JP					

Source: Survey Data

According to the above table, the R square is 0.730, indicating that independent variables explain 73% of the JP. Multiple correlations are 0.778, indicating that the variables are highly correlated. A good fit model should account for at least 60% of the variation from the dependent variable (Imna & Hassan, 2015). The adjusted r square is 0.727, indicating that the model is a good fit model because the value is greater than 0.60. The Durbin-Watson value is 1.873, indicating that there is no autocorrelation among the respondents taken for the study, as the value falls within the range of 1.5-2.5 (Imna & Hassan, 2015).

Table 7: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	87.483	3	29.161	213.036	.000 ^b
Residual	32.305	236	.137		
Total	119.788	239			
a. Predictors: (Constant), IRF, TDF, RDF					
b. Dependent Variable: JP					

Source: Survey Data

Correspondingly, the F test for this study yielded a value of 213.036, and the significant value of the F statistic is 0.000, as shown in Table 7, indicating that the regression model is significant. The following table 8 below indicates the coefficients of the multiple regression analysis.

Table 8: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5.374	.126		42.766	.000		
	TDF	-.101	.068	-.097	-1.456	.039	.267	3.745
	RDF	-.666	.078	-.690	-8.593	.000	.177	5.638
	IRF	-.087	.063	-.092	-1.369	.172	.254	3.933

a. Dependent Variable: JP

Source: Survey Data

Based on the findings, the multiple regression equation should be as follows,

$$JP = 5.374 - 0.101 \text{ TDF} - 0.666 \text{ RDF} + \varepsilon$$

To begin, task demands-related stressors ($\beta = -0.101$, $P = 0.039$) was a significant predictor of job performance for executive officers at Sri Lankan national universities. Furthermore, this explained that TDF was significantly and negatively related to JP among executive officers at Sri Lankan national universities. As a result, hypothesis H_{a0} is rejected as an explanation for the executive officers' job performance. Second, role-demands related stressors ($\beta = -0.666$, $P = 0.000$) was also a significant indicator of executive officers' job performance. This described among executive officers at Sri Lankan national universities, the RDF was significantly and negatively related to JP. Hence, hypothesis H_{b0} is rejected as an explanation for the executive officers' job performance. Finally, interpersonal-demands stressors ($\beta = -0.087$, $P = 0.172$) were discovered to be an insignificant predictor of the job performance of executive officers at the National Universities of Sri Lanka due to the higher significant value. Therefore, hypothesis H_{c0} is accepted as an explanation for the executive officers' job performance. The following table 8 presents the summary of hypotheses testing.

Table 9: Summary of Hypotheses

Hypothesis	β	P	Decision
H_{a0} : There is no significant relationship between TDF and JP. H_{a1} : There is a significant relationship between TDF and JP.	-0.101	0.039	The null hypothesis (H_{a0}) is rejected.
H_{b0} : There is no significant relationship between RDF and JP. H_{b1} : There is a significant relationship between RDF and JP.	-0.666	0.000	The null hypothesis (H_{b0}) is rejected.
H_{c0} : There is no significant relationship between IRF and JP. H_{c1} : There is a significant relationship between IRF and JP.	-0.087	0.172	The null hypothesis (H_{c0}) is accepted.

Source: Survey Data

DISCUSSIONS AND CONCLUSIONS

The focus of this research was to determine the relationship between organizational stress and job performance of executive officers at Sri Lankan national universities. According to the findings, job stress in terms of task-demands related and role-demands related had a significant negative relationship with job performance, which means that when stress occurs, it has a significant influence on the performance, and that lowering stress, increases performance. Therefore, the

two are inversely related to each other. However, interpersonal demands-related stressors had no significant influence on job performance.

The study presents the importance of recognition of organizational stress and recognition in improving job performance among executives. This is in accord with the works of Sikuku, Wamalwa, & Katiba (2017), Bashir & Ramay (2010), Khuong & Yen (2016). Anderson (2003) discovered that stress in the workplace decreases employees' intentions to perform better in their jobs. As the level of stress increases, the employees' thinking is demoralized, and their willingness to work well reduces. As a result, the findings are consistent with Anderson (2003). Abu AlRub (2004) also found employee job stress is a serious issue that both individuals and organizations face in today's workplace. Job stress can cause employee burnout, illness, staff turnover, demoralization, and decreased efficiency and performance.

The association between manager-induced threatening actions and employee performance was researched by Ülbei, Iplik, and Yalçın (2019). Furthermore, information was gathered through a questionnaire from 367 hospital nurses in Adana to explore the influence of job stress and emotional burnout as mediators in this relationship, as well as the serial mediation role. According to their findings, job stress has a negative effect on performance and acts as a mediator in the influence of social weakening on employee performance. Therefore, Ülbei, Iplik, and Yalçın (2019) are consistent with the findings. The findings are following Cargan's (2018) investigation, in which he applied a survey to 259 teaching staff in Kırklareli intending to determine the organizational stress factors that teachers were subjected to, and the degree to which this influenced job performance. It was discovered that there is a significant correlation between the participants' stress levels and their performance levels.

However, this study contradicts a few prior authors' conclusions. For example, according to Yılmaz (2006), as job stress rises, job performance will also rise. The workplace's challenges, issues, and intensity of competition provide opportunities for employees to take constructive actions and enhance their effectiveness. High levels of stress imply high levels of competitiveness, and thus high levels of job performance (Yılmaz, 2006). Furthermore, Türkmen (2015) claimed that, while there is a psychological understanding between the employee and the organization, there is no relationship between organizational stress and job performance. Workers are aware that they will be paid a certain amount based on their performance. Stress, whether present or absent, does not affect performance (Türkmen, 2015).

RECOMMENDATIONS

A few of the elements are evidential to generate important points for managerial implications. The findings of this research suggested there is a significant negative influence of organizational stressors namely task-demands related stressors and role-demands related stressors on the job performance of executive officers while interpersonal-demands related stressors had no significant influence.

- Aligned with this study's findings, executive officers at national universities should implement an induction process as well as a variety of other programs aimed at reducing stress among executive officers. This would encompass, among other things, establishing a counseling department to teach individual officers how to successfully manage organizational stress.
- Executive officers at National universities are suggested to undergo stress management training sessions to raise awareness and improve skills and knowledge in realizing, utilizing, and managing stress.

- Top-level management at national universities is recommended to implement an internal coaching and mentoring mechanism to encourage senior executives to mentor junior and inexperienced officers in job planning and preparation. Appropriate remuneration for senior executives should also be considered.
- To minimize the intrusion of unmanageable work pressure into employees' private and family lives, university management should create and develop regular work-life balance strategies, such as sports activities and family days.
- The research also suggests that each university develops effective communication techniques to achieve clear communication among staff to impact job performance toward accomplishing set goals and objectives.

LIMITATIONS

Any research can have limitations. These constraints are usually far beyond the researcher's control; no matter how well the research is carried out, it will still have limitations. Several limitations were discovered during the course of this study. There were some constraints during the analysis, such as a shortage of time to research to gather the data needed. One of the limitations the researcher faced was a lack of time, which restricted his potential to add more details about the topic's relevance. Another constraint was access to data to be gathered from executives at various Sri Lankan national universities. The details were hard to obtain because university executives were reluctant to reveal their thoughts and feelings. Because they may believe that disclosing information about their organization is unethical or will cause problems for them. Aside from that, there are various types of organizational stressors in practice, and this study only looked at three of them. This is yet another limitation.

SUGGESTIONS FOR FUTURE RESEARCH

Future researchers who are interested in this topic should take the following suggestions. Within organizations in general, there are numerous organizational stress variables at work. The number of independent variables chosen in this study, however, is limited. These elements are based on prior academic research. Future researchers, on the other hand, should recognize more organizational stress factors as the independent variable. This would result in more accurate results. Employees in the academic field are not the only ones who face job performance and stress. It is critical to nearly all industries in every sector. As a result, future researchers can think about other industries such as hospitality, manufacturing, and others. In this study, various groups were explored based on age, gender, education level, work experience, etc. However, future research should look into differences among groups relying on other demographic factors including monthly income, ethnicity, etc. The observations will aid authorities in recognizing differences between the groups and segmenting employees into subsets, allowing for a more targeted approach to improving job performance through stress reduction.

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